



## MEMORANDUM

**To:** CMAP Board

**From:** Angela Manning-Hardimon  
Deputy Executive Director, Finance and Administration

**Date:** February 1, 2017

**Re:** Contract Approval for Regional Household Travel and Activity Survey

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Household travel surveys collect travel behavior data from people living in a sample of households throughout a region in order to create a comprehensive snapshot of the travel choices made by residents. These types of surveys are the only way Metropolitan Planning Organizations can measure and understand changing travel patterns and the factors that influence travel decisions, as they are the only means to collect the detailed information needed to study travel behavior. CMAP's last regional household travel survey (Travel Tracker) was conducted in 2007-08 and collected data from more than 10,500 households. A small supplemental survey was conducted in 2012 to correct for an undercount of data collected from Latino households in the original Travel Tracker survey.

CMAP is seeking to conduct a new travel survey because data from the 2007-08 Travel Tracker survey are approaching the end of their useful lifespan in being able to provide relevant information on current travel patterns in the region. The primary use of the data collected from the household travel and activity survey will be to estimate and calibrate CMAP's activity-based travel model and trip-based travel model to reflect the current travel choices made by the residents of the region. The data collected also helps CMAP meet federal regulations, such as certifying that the regional transportation plan is consistent with current and forecasted trends in land use and transportation, and provides a rich data source that is useful for a host of other planning and general research activities. The purpose of this project is to design and pre-test a survey instrument, and then to conduct a household travel survey for the CMAP region. The procedures used in this survey will be designed to make it as representative as possible of all population groups within the Chicago metropolitan planning area.

### Review Process

A Request for Proposals (RFP) was sent to potential contractors and posted to the CMAP website on October 24, 2016. Staff held a non-mandatory on-line pre-bid information session for consultants on November 1. Questions posed during the on-line session and CMAP's responses were documented and posted on the CMAP website following the pre-bid session.

On November 21, CMAP received proposals from two consulting firms that are nationally recognized in the area of household travel surveys: Resource Systems Group, Inc. (RSG) and Westat, Inc.

A selection team of four CMAP staff members reviewed and evaluated the proposals. The selection team held interviews with each of the consultant teams at the CMAP office on December 14 and 15. Prior to the interview, each consultant received a set of specific topics that the selection committee asked him or her to address during their interview. Subsequent to the interviews, each consultant team received a set of follow-up questions from the selection committee seeking additional clarity on specific items in their proposal. RSG’s original submittal included a proposed survey size of 7,500 households, which the selection committee deemed to be too small to adequately reflect the region. As a result, the selection committee requested that RSG submit a revised cost proposal based on a survey of 12,000 households, comparable to the Westat submittal.

Following receipt of the responses, the selection team members each independently scored the proposals (taking into account the submittal itself, the interview and any additional information received from the firm) based on the following five criteria listed in the RFP:

1. The quality of the proposal’s independent articulation of the scope of work and understanding of project objectives.
2. The responsiveness of the proposal to the scope of work, as demonstrated through a clearly defined methodology, process and timeline.
3. The demonstrated experience, of both firm and personnel assigned to this project, in providing the professional services identified in the scope of work.
4. The quality and relevance of the examples of similar work performed.
5. Cost to CMAP, including consideration of all project costs and per-hour costs.

The individual scores of the selection team members were combined to develop a final composite score for each proposal, shown in the following table:

Criteria	Maximum Score	RSG	Westat
Articulation of the scope of work and understanding of project objectives	20	13.5	15.5
Responsiveness to the scope of work reflected in the methodology, process and timeline	20	13.5	17.5
Demonstrated experience of the firm and personnel assigned to the project	20	17.8	17.5
Quality and relevance of examples of similar work performed	20	15.5	15.0
Cost, including consideration of all project costs and per-hour costs	20	15.5 \$2,289,142	16.0 \$2,732,435
Total	100	75.8	81.5

**Recommendation for contractor selection**

The selection team recommends **Westat** as the contractor for the regional household travel and activity survey project. Westat is a well-known firm in the industry and has experience in completing large-scale household travel surveys such as the 2016 National Household Travel Survey and the recent Michigan Statewide Household Travel Survey. Their proposal states that their recruitment methodology yields higher-than-average response rates and they provided evidence to support the claim. Westat's proposal also included some innovative items, for instance they will integrate the Google Transit API with their smartphone data collection app to assist participants in selecting the specific transit routes they used in order to improve the quality of the data received. Additionally, Westat will use marketing data to help develop the survey-sampling frame as a way to identify household demographics that may prove to be a more cost-effective way of determining non-response bias than conducting a follow-up survey. Their proposal also included an additional level of quality control evaluation of the survey data, specifically as it relates to the data's suitability for model development of CMAP's activity-based travel model.

It is recommended that the Board approve a contract with Westat to perform the regional household travel and activity survey work for an amount, not to exceed, \$2,732,435. Support for the first year of this project has been included in the FY16 UWP Operating Budget. It is expected that subsequent years will be supported utilizing funds from the FY18 and FY19 UWP Operating Budget.

**ACTION REQUESTED:** Approval





## MEMORANDUM

**To:** CMAP Board

**From:** Angela Manning-Hardimon  
Deputy Executive Director, Finance and Administration

**Date:** February 1, 2017

**Re:** Contract Approval for IT Security Audit

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CMAP is interested in procuring the services of a contractor specializing in IT network security to perform security audits on four aspects of its IT infrastructure. The four aspects are an audit of CMAP's Internet facing applications, such as the CMAP website; its wireless infrastructure; its firewalls and routers; and its intrusion detection procedures and mitigation strategies.

On November 30, 2016, CMAP sent a request for proposals (RFP) for a network security audit to potential vendors and posted on CMAP's website. Responses were due on December 28, 2016. A non-mandatory pre-bid information session was held on December 13, 2016. CMAP received three responses to the RFP from the firms, Crowe Horwath, Myers and Stauffer, and Plante Moran.

### **Review process**

Two CMAP staff members reviewed and independently scored the proposal based on the following criteria:

1. The firm's demonstrated record of experience in providing the services in areas identified in the Scope of Services, emphasizing work done for organizations of similar size and complexity.
2. The qualifications and experience of the firm's personnel to be assigned to CMAP's work in the areas identified in the Scope of Services.
3. Responsiveness to the Scope of Services.
4. The reputation of the firm based on references.
5. Cost to CMAP.

The individual scores of the selection team members were combined to develop a final composite score for each proposal, the results of which are shown in Table 1 below.

Table 1.

Criteria	Maximum Score	Crowe Horwath	Myers and Stauffer	Plante Moran
Demonstrated record of experience	20	16.0	16.0	16.0
Qualifications of personnel	20	10.0	16.0	16.0
Responsiveness to scope of services	20	10.0	16.0	13.0
References	20	13.0	16.0	10.0
Cost, including consideration of all project costs and per-hour costs	20	16.0 \$24,805	16.0 \$25,840	10.0 \$32,000
Total	100	65.0	80.0	65.0

**Recommendation for contractor selection**

The team recommends the selection of **Myers and Stauffer** as the contractor for this project. Myers and Stauffer outlined a plan for addressing each of the four audit areas in a well-organized and clear manner, presenting a good understanding of the details required. The selection team felt that Myers and Stauffer appropriately addressed the quality and experience of staff and the assignment of hours to each level in comparison to the other firms. Further, Myers and Stauffer presented a long list of similar work performed for public sector clients comparable to CMAP, across a period of ten years.

It is recommended that the Board approve a one-year contract with an option of two one-year renewal contracts with **Myers and Staffer** for \$25,840.00 to perform the IT security audit. Support for this contract is included in the FY17 Operating budget. The option to renew will be dependent on performance and level of approved funding for this purpose. The maximum of the three-year contract will not exceed \$77,520.00.

ACTION REQUESTED: Approval



## MEMORANDUM

**To:** CMAP Board

**From:** Angela Manning-Hardimon  
Deputy Executive Director, Finance and Administration

**Date:** February 1, 2017

**Re:** Contract Approval for Community Outreach

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CMAP conducted over one hundred meetings and workshops with stakeholder organizations during the first half of 2016, including many and varied community groups, both for public input on the issues the ONTO 2050 plan will address, and to generate community investment in the planning process. Because meaningful and transparent community engagement is paramount to the development of a comprehensive regional plan that serves the region's varied and diverse constituencies, CMAP seeks to deepen and broaden its outreach by including the perspectives of residents whom CMAP has not effectively reached so far in this regional conversation. CMAP recognizes that community-based organizations' effectiveness is based in an understanding of how to engage and serve their constituents.

On July 18, 2016, CMAP released RFP 156 for Community Engagement. This RFP sought qualified organizations to conduct outreach activities to supplement CMAP's public engagement for the ON TO 2050 regional plan. Nonprofit or public sector community-based organizations were encouraged to respond. Selected organizations were to be responsible for bringing together as many local stakeholders as possible to share their ideas and vision for the future of northeastern Illinois, and record their input. The RFP offered a reimbursable fee to each organization of up to \$5,000.00 that could be used for a variety of purposes including staff planning, event facilitation time, facilities rental, meeting notifications or other eligible expenses.

CMAP received two responses to RFP 156, only one of which was from a community-based organization. As a result, CMAP has sought an alternative method to reach these targeted communities. CMAP approached two regional community development financial institutions located in the region, IFF and Enterprise Community Partners. CMAP has previous working relationships with both organizations. IFF did not believe that the project scope was within its mission. [Enterprise Community Partners](#) agreed to assist CMAP in identifying qualified organizations with the capacity to perform the outreach work required in addition to assisting each selected organization in performing the outreach work CMAP will contract for. Enterprise

Community Partners is well known and respected in the under-served communities that CMAP needs to reach. Based on its business model, Enterprise Community Partners has a developed community selection process that would assist CMAP in its outreach efforts. It is also uniquely qualified to carry out the required relationship building due to its experience with a wide range of planning topics and existing connections to the neighborhoods and groups that CMAP is seeking to engage. CMAP will pay Enterprise Community Partners a flat administrative fee of \$3,000.00 for its services.

CMAP seeks Board approval to enter into a sole source agreement with Enterprise Community Partners for \$3,000.00. Further, CMAP seeks Board approval to contract with a maximum of eight community-based organizations for a reimbursable amount \$6,000.00 each. Support for this project is included in the FY16 Operations budget. The maximum cost of this project will not exceed \$51,000.00.

**ACTION REQUESTED:** Approval



## MEMORANDUM

**To:** CMAP Board

**From:** Angela Manning-Hardimon  
Deputy Executive Director, Finance and Administration

**Date:** February 1, 2017

**Re:** Financial Software System Upgrades and Improvements

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In 2008, the Board approved the procurement of an integrated software application for financial and human resources services, known as the Integrated Financial and Administrative Solution (IFAS), provided by SunGard Public Sector. The application was implemented on July 1, 2009 and has provided CMAP with a robust Enterprise Resource Planning (ERP) solution.

Since CMAP's original implementation of this application, the software vendor has significantly upgraded their product and enhanced the reporting and analytic capabilities of the application. The new version called OneSolution offers improved reporting and analytic tools through the Cognos Business Intelligence (BI) software platform. Using this tool, CMAP would like to implement an enterprise-wide dashboard and reporting system that can provide a condensed visualization of CMAP financial data to project managers and executives.

In addition to the new reporting and analytics tools, other new software enhancements have been added. To take advantage of these new features and to continue advancing the agency's use of the OneSolution ERP software system, CMAP needs to contract with the software vendor (SunGard) to analyze the current system and design a plan to upgrade and improve. CMAP is seeking to conduct a Business Process Re-engineering (BPR) effort to evaluate major financial and human resource business practices and processes. The result of this effort will be a detailed plan outlining specific recommendations and suggestions for both the financial and HR platforms including but not limited to how these processes and services could be delivered more cost effectively and/or more efficiently through the software.

Overall objectives of the Business Process Re-engineering effort will include:

- Adapting existing CMAP business processes to delivered software functionality;
- Utilizing technology to decrease or eliminate steps, rework, approvals and to increase department efficiencies;

- Improve employees' experience, automating manual processes such as the submission of sick and vacation leave slips, so time can be better allocated;
- Improve financial reporting, data analysis, and internal policy making;
- Improve system stability and security and mitigate the risk of failing to perform critical business functions (e.g., process payroll);
- Establish "best practice" business processes for analyzing data;
- Establish a consistent upgrade path for future releases of the application;
- Shift focus from transactional/administrative tasks to more strategic, value-added activities; and
- Increase responsiveness to changing business needs.

During the BPR, SunGard will review CMAP's business processes, and make recommendations, which can help the organization operate more efficiently and with less expense moving forward.

It is recommended that the Board approve a contract with SunGard Public Sector for \$84,000 for (1) Professional services to develop an HR/Finance Business Process Re-engineering plan/report, (2) Provide assistance with upgrading to the current version of OneSolution, and (3) Provide software training and implementation services for the Cognos BI software. OneSolution is a propriety software of SunGard; as a result, this will be a sole source procurement.

<b>Procurement Type</b>	<b>Description</b>	<b>Cost</b>
Training and Professional Services	Cognos BI Software configuration, implementation and training	\$42,600.00
Software	Cognos BI: extension for Excel	\$ 3,000.00
Professional Services	OneSolution Software Upgrade Support from version 14.3 to 16.2	\$ 4,000.00
Professional Services	Business Process Re-engineering (BPR)	\$34,400.00
<b>Total</b>		<b>\$84,000.00</b>

Support for this sole source procurement has been included in the FY16 Operating budget.

ACTION REQUESTED: Approval

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